

# WorkSafe Quarterly Report: Q3 1 January to 31 March

## Health and Safety at Work System outlook

WorkSafe is building an understanding of the impact of the COVID-19 pandemic on the health and safety system; on workers, employers and workplaces; and our organisation. It has fundamentally changed the nature of work for all workers and workplaces, bringing the importance of good health and safety further to the forefront. We will increase our focus on work-related health issues as workplaces adjust to what may be a “new normal”.

We acknowledge that many positives have arisen from our COVID-19 work including WorkSafe’s adaptability and agility as we refocused and reprioritised our effort; our effective engagement and alignment with core public sector agencies; and the strengthening and building of our relationships with industry, employers and worker representatives. We note that our contribution to the all of government COVID-19 response and work with key partners and stakeholders will impact on some current and planned initiatives and projects.

## Delivery

**12/15** Ministerial expectations on track

**4/5** New funding initiatives on track

## Performance measures

**13/15** SPE measures on track

**9** SOI measures:

**6** on track

**3** measure results not comparable to target

**0** no longer fit for purpose

## Highlights (issues, risks and actions) this quarter

We **transitioned out of our offices and supported staff to work from home and remotely**, with a focus on staff safety, wellbeing and engagement that will continue into Q4.

We quickly **adjusted our approach to inspections and investigations, and developed guidance material on COVID-19**, including on our regulatory approach during Alert Level 4.

**COVID-19 disrupted the operations of key partners and stakeholders, and began to impact on our ability to deliver shared initiatives and projects**; an issue that will continue in Q4.

We **built capacity and capability in the Intelligence Team**, with new staff, software and tools to support our harm prevention work and **journey to be an intelligence-led regulator**.

## Focus next quarter

**Balancing expectations of our COVID-19 role and response**, and the delivery of key initiatives and core regulatory activities.

We will embed **new ways of working for our own staff**, in particular our frontline *Inspectorate*, to ensure staff health, safety and wellbeing.

We will finalise our 20/21 plans and budgets, taking into consideration the impact of COVID-19. We will **re-plan and prioritise as required**.

We will **support workers, employers and self-employed to ensure they implement new practices** to address the risk from COVID-19.

## Finance

It is expected that expenditure in the final quarter of 2019/2020 will increase. However, it will remain lower than budgeted as some spending is moved into future years. The rate at which the recovery from the impact of the COVID-19 lockdowns and Alert Level 2 occurs may have an impact on year-end expenditure.

## ICT

The value of our Office 365 programme was evidenced through our transition to work from home and remote work, with staff now having access to mail, calendar and teams via office.com.

We released the Request for Proposal for the new Human Resources system.

PWC were engaged and are facilitating the WorkSafe/MBIE ICT disengagement detailed planning to support B19 Capital drawdown.

## Organisational risk

The risk profile and control environments have been reviewed and updated. The residual profile and control environments have been reviewed and finalised by the Executive Leadership Team and were submitted to the Audit Risk and Finance Committee in May. Next steps will be to facilitate a strategic risk session with the Board in June to review and confirm any changes to the risk profile and control environment. This position is expected to be included in the Quarter 4 report.

## People

WorkSafe welcomed a new General Manager – People and Culture and a new Manager – Health, Safety and Wellbeing, to support the delivery of our People Strategy.

We supported our staff in the move to work from home and remotely. This included meeting with the Public Service Association to ensure our approach was appropriate and staff entitlements and leave arrangements were accommodated during COVID-19 Alert Level 4.

# Ministerial Expectations (1 of 4)

Regulatory effectiveness	Deliverables 19/20	Q2	Q3	Highlights (issues, risks and actions)	Focus next quarter
1. <b>Work with other regulators</b> to drive best health and safety regulatory practice	<ul style="list-style-type: none"> <li>Strengthen <b>purposeful and active relationships with strategic partners and stakeholders, including other regulators</b>, MBIE, ACC, health and transport and our social partners (NZCTU and business)</li> <li><b>Execute two shared initiatives</b> arising from the CE's forums</li> </ul>	●	●	<ul style="list-style-type: none"> <li>Led the Chair's and CE's forum meeting in March; (1) agreed to scope work to support the development of regulatory practice capability at a senior leader and board level, and (2) pushed for the identification of shared initiatives that can be progressed proposing a focus on transport</li> <li>Coordinated WorkSafe's position and guidance for PCBUs, to clarify our expectations for businesses operating as essential services under Level 4 restrictions, ensuring alignment of information with other agencies</li> </ul>	<ul style="list-style-type: none"> <li>Working as part of the all-of-government COVID-19 response team developing information and guidance, dealing with queries and complaints, and undertaking assessments and investigations as New Zealand transitions through the alert levels</li> <li>Leading the Chair's and CE's forums, taking on the Secretariat role and pushing for the identification of shared initiatives, although this goal may not be achieved this performance year so this measure remains "at risk"</li> </ul>
2. <b>Supporting health and safety regulatory reform</b> including implementation	<ul style="list-style-type: none"> <li><b>Support MBIE with the ongoing development of the Health and Safety Regulatory Framework</b> (including Plant and Structures Regulation and Mining Regulations)</li> </ul>	●	●	<ul style="list-style-type: none"> <li>Provided input into MBIE's draft Cabinet paper on Plant, Structures and Working from Heights</li> <li>Provided input into the second Refrigeration Technician Authorisation Regime suite of Cabinet papers, and accompanying papers on residual policy matters, including fees</li> </ul>	<ul style="list-style-type: none"> <li>Liaising with MBIE on the next steps for the reform package considering the impact of COVID-19 on the policy work in these areas</li> <li>Continuing to develop the possible implementation approach and resource requirements for the future regulatory reforms</li> </ul>
3. <b>Fulfil Energy Safety regulator role and enhance the energy safety regulatory framework</b>	<ul style="list-style-type: none"> <li>Promote and contribute to the safe supply and use of electricity and gas</li> </ul>	●	●	<ul style="list-style-type: none"> <li>Provided input into the draft Cabinet paper and discussion document on hazards from trees being finalised by MBIE</li> </ul>	<ul style="list-style-type: none"> <li>Continuing core role of completing investigations, adjusting to new ways of working with stakeholders and duty holders as a result of COVID-19</li> <li>Continuing to work with MBIE on the appropriate regulatory response to safety issues arising from aged customer service lines and the hazards from trees</li> </ul>
4. <b>Build on new enforcement and legal tools</b> in the Health and Safety at Work Act 2015	<ul style="list-style-type: none"> <li>Use and build on our range of enforcement and legal tools including enabling duty-holders to self-review their health and safety practice and approving Enforceable Undertakings</li> </ul>	●	●	<ul style="list-style-type: none"> <li>Deployed level 3 of the Company Risk Model to support local and specific interventions by our Inspectors, and adjusted our inspection approaches in response to COVID-19</li> <li>Co-Design teams in Auckland, Wellington and Christchurch activated a number Specialist Intervention "Way Forward" initiatives including PCBU Centred Interventions, Sub-Sector Regulatory Conversations, Victim and Coronial Services, with Innovation Team support</li> <li>Created new positions in the Audit and Investigation team to build resource and capability, and support this function</li> </ul>	<ul style="list-style-type: none"> <li>Subject to COVID-19 priorities:                             <ul style="list-style-type: none"> <li>beginning the development of a Centralised File Management Function to address regional inconsistencies, improve timeliness and streamline investigation reports in terms of quality, content and length</li> <li>initiating work to establish a strategic tasking group and coordination group</li> </ul> </li> <li>Developing an approach to proactive prosecutions to businesses before serious harm or fatality occurs, allowing inspectors to prosecute a PCBU where they continue to ignore other interventions put in place</li> </ul>

## Ministerial Expectations (2 of 4)

Harm prevention	Deliverables 19/20	Q2	Q3	Highlights (issues, risks and actions)	Focus next quarter
5. Work closely with system partners to <b>build</b> complementary <b>harm prevention capability</b>	<ul style="list-style-type: none"> <li>– <b>Refresh and implement our harm prevention plans</b> including ACC plan</li> <li>– Strengthen relationships with strategic partners and stakeholders</li> <li>– <b>Sector specific programmes and cross-sector initiatives</b> (vehicles etc.)</li> <li>– Co-design evidence-based harm prevention programmes</li> </ul>	●	●	<ul style="list-style-type: none"> <li>– Established a cross-organisation work-related health surveillance programme to co-ordinate work-related health data collection</li> <li>– Supported Construction Health and Safety Association of NZ (CHASNZ) to take the lead on the tripartite <i>Mates in Construction</i> mental health initiative and, most recently, the online 'lunch room' for construction workers</li> <li>– Initiated two professional workforce development projects under the Partnering Agreement with Health and Safety Association of New Zealand.</li> <li>– Signed a partnering agreement with the New Zealand Occupational Hygiene Society</li> </ul>	<ul style="list-style-type: none"> <li>– Continue supporting the growth of health and safety leadership groups (FISC, CHASNZ, ALHSAG, ShopCare), specifically working with these leadership groups to co-design intervention and leveraging /aligning our programmes</li> <li>– Planning with the New Zealand Transport Authority and Police, the work programme to reduce harm in and around vehicles including initiatives focused on: <ul style="list-style-type: none"> <li>○ the use of seatbelts, with a position statement and marketing campaign in development</li> <li>○ worksite traffic management, with guidance and other tools under development</li> </ul> </li> </ul>
6. Move towards <b>improving outcomes in work-related health</b> (including mental health and the reduction of psychosocial harms)	<ul style="list-style-type: none"> <li>– Refresh and implement our harm prevention plans including ACC plan</li> <li>– Strengthen relationships with strategic partners and stakeholders</li> <li>– <b>Scope and design in work-related health including psychosocial risk factors</b></li> </ul>	●	●	<ul style="list-style-type: none"> <li>– Supported delivery of the accelerated silicosis programme with the MoH, ACC and Dust Diseases Taskforce, and the <i>Breathe Freely</i> initiative with New Zealand Occupational Hygiene Society</li> <li>– Initiated the collaborative development of the <i>Good Work Design</i> strategy for musculoskeletal disorders which will have relevance for our mentally healthy programme of work</li> </ul>	<ul style="list-style-type: none"> <li>– Progressing WorkSafe's position statement on <i>Mentally Healthy Work</i> to the Executive Leadership Team for approval, and having the permanent Mentally Healthy Work Lead commence work with the team</li> <li>– Continuing work to develop the <i>Good Work Design Strategy</i> for musculoskeletal disorders which will also be useful for mentally health work initiatives</li> <li>– Delivering the cross-organisation work-related health surveillance programme established to co-ordinate work-related health data collection</li> <li>– Participating in the Work-Related Health Advisory Group meeting 17 April</li> </ul>
7. Support <b>improved health and safety outcomes for workers with greater needs</b> (such as Māori, Pasifika and migrant workers)	<ul style="list-style-type: none"> <li>– Implement programmes tailored to workers at greatest risk of harm (such as Māori, Pacific Peoples and migrant workers)</li> </ul>	●	●	<ul style="list-style-type: none"> <li>– Met with the <i>Pacific Peoples Responsiveness Advisory Group</i> from which a number of recommendations are anticipated</li> <li>– Delivered 49 Puataunofu workshops to 10 companies, reaching 920 workers, 67% in the manufacturing sector</li> <li>– Completed voiceover translations for Puataunofu safety risk Youtube videos in Samoan and Tongan</li> </ul>	<ul style="list-style-type: none"> <li>– Planning Māori responsive plans and programmes for working under COVID-19 alert level restrictions</li> <li>– Meeting with <i>Pacific Peoples Advisory Group</i> (schedule in May) to discuss WorkSafe response to workshops and a joint Pacific Peoples Responsiveness Strategy</li> <li>– Work starting on Phase 2 of Puataunofu with a focus on "Train the Trainer"</li> <li>– Analysing Pacific data on serious injuries to identify patterns or trends in harm in sectors, industries or job roles</li> </ul>

## Ministerial Expectations (3 of 4)

System leadership	Deliverables 19/20	Q2	Q3	Highlights (issues, risks and actions)	Focus next quarter
8. Actively <b>contribute to the goals of the H&amp;S at Work Strategy</b>	<ul style="list-style-type: none"> <li>Contribute to the goals of the Health and Safety at Work Strategy</li> </ul>	<span style="color: green;">●</span>	<span style="color: orange;">●</span>	<ul style="list-style-type: none"> <li>Completed the <i>Health and Safety at Work Strategy Outcomes</i> dashboard</li> </ul>	<ul style="list-style-type: none"> <li>Taking feedback from the Minister, and working toward the publication of the <i>Health and Safety at Work Strategy Outcomes</i> dashboard</li> </ul>
9. Commitment to a collaborative <b>close relationship with MBIE</b>	<ul style="list-style-type: none"> <li>Strengthen relationships with strategic partners and stakeholders</li> <li>Support MBIE with the ongoing development of the Health and Safety Regulatory Framework (including Plant and Structures Regulation and Mining Regulations)</li> </ul>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Provided input into the draft Cabinet paper and on Plant, Structures and Working from Heights, being finalised by MBIE</li> <li>Provided input into the second Refrigeration Technician Authorisation Regime suite of Cabinet and accompanying papers on residual policy matters, including fees</li> </ul>	<ul style="list-style-type: none"> <li>Liaising with MBIE on the next steps for the regulatory reform package considering the impact of COVID-19 and the current cessation of policy work in these areas</li> </ul>
10. Co-lead <b>Health and Safety at Work Strategy Stakeholder Reference Group</b>	<ul style="list-style-type: none"> <li>Co-lead a Strategy Reference Group with MBIE</li> </ul>	<span style="color: green;">●</span>	<span style="color: orange;">●</span>	<ul style="list-style-type: none"> <li>Handed over the role of Chair for the <i>Strategy Reference Group</i> to MBIE, but the planned Group meeting was cancelled due to COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting MBIE's advice on their plans to initiate the <i>Strategy Reference Group</i> post lockdown but anticipating future work will be delayed due to the all of government COVID-19 response</li> </ul>
11. Strengthen <b>health and safety engagement at an industry level</b>	<ul style="list-style-type: none"> <li>Strengthen relationships with strategic partners and stakeholders</li> <li>Implement sector specific programmes and cross-sector initiatives (vehicles etc.)</li> </ul>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Led a tripartite initiative focused on a potential solution to body stressing injuries and a quicker return to work for those in the Manufacturing sector</li> <li>Held two workshops that progressed work under the Working In and Around Vehicles cross-cutting initiative, involving a variety of stakeholders from the transport sector</li> </ul>	<ul style="list-style-type: none"> <li>Continuing ongoing work with FISC, CHASNZ and ALHSAG and other sector partnership groups across a range of issues including funding, strategic alignment and messaging for the current environment impacted by COVID-19</li> <li>National roll-out of the Notification and Reach project in Forestry, and the formalisation of the wood buyer accord in the Wairarapa</li> <li>Working with ShopCare on the seatbelts cross-organisational work, and traffic management at work, with initial roll-out focused on forklift safety</li> </ul>
12. Strengthen the framework for <b>worker engagement, participation and representation (WEPR)</b>	<ul style="list-style-type: none"> <li>Strengthen relationships with strategic partners and stakeholders</li> <li>Co-design and co-deliver WEPR pilots in forestry and agriculture</li> </ul>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Appointed two Roving Health and Safety Champions (Toroawhi) for the forestry industry, with the support of FISC</li> <li>Worked with Maritime NZ and the Ports industry resulting in several potential harm prevention initiatives which can move in to delivery next year</li> </ul>	<ul style="list-style-type: none"> <li>Working with the Board to establish a Partnership Council to strengthen strategic working relationships with iwi across the country</li> <li>Design for the WEPR community of practice programme focused on working with and building capability of health and safety reps across all sectors</li> <li>Working with existing and new sectors to enhance WEPR to support the response to COVID-19</li> </ul>

## Ministerial Expectations (4 of 4)

Organisational excellence	Deliverables 19/20	Q2	Q3	Highlights (issues, risks and actions)	Focus next quarter
13. Public confidence in WorkSafe's <b>resource allocation and financial management</b>	<ul style="list-style-type: none"> <li>Resource a Modernisation office</li> <li>Implement new funding initiatives</li> <li>Continue our Investment Advisory Committee that allocates resources and monitors benefits</li> </ul>	●	●	<ul style="list-style-type: none"> <li>Undertook a Gateway review to assess the B19 Programme Implementation Plan, to reconfirm the strategic case for change and that the B19 Programme was achievable and ready to move from planning to delivery</li> </ul>	<ul style="list-style-type: none"> <li>Developing the B19 Programme Management Plan (which confirms Governance, Management arrangements and overall roadmap with key milestones)</li> <li>Seeking ministerial approval for the draw-down of harm prevention contingency funding</li> </ul>
14. <b>Closely monitor any new investments</b> with a focus on capturing the benefits achieved	<ul style="list-style-type: none"> <li>Regular reporting to ELT, Board, Monitor and Minister</li> </ul>	●	●	<ul style="list-style-type: none"> <li>Engaged with Treasury and MBIE officials on an appropriate approach to drawdown B19 contingency funds and proposes a staged contingency drawdown approach</li> <li>Developed the three annual interim eTOM states and reviewing Transition one (T1) - <i>Intelligence Driven Organisation</i> – to support the planning and budgeting process</li> </ul>	<ul style="list-style-type: none"> <li>Continuing work on the system of harm framework and intervention logic to support intervention decision making, which will also support 2020/2021 activity.</li> </ul>
15. <b>Anticipate, forecast and adjust for emerging cost pressures</b> so they are met within baseline funding		●	●	<ul style="list-style-type: none"> <li>Initiated the planning and budgeting cycle for 2020/2021 with an approach presented to ELT and Business Groups advised</li> </ul>	<ul style="list-style-type: none"> <li>Undertaking the 2020/2021 planning and budgeting cycle, confirming key initiatives and projects and core regulatory activities for the new reporting year, taking account of our contribution to the all-of-government COVID-19 response</li> </ul>

## New funding initiatives - Application of Budget 19 appropriated funding for 19/20 (1 of 3)

Modernisation office	19/20 Allocation (\$)	Commentary
Modernisation office	2.24	Significant milestones were reached with the programme and project tool being handed over and foundational work on the enterprise project management office being initiated. The Gateway review identified that not all planned projects were investment ready.
People, capability and safety	19/20 Allocation (\$)	Commentary
People Strategy	0.46	Work to implement the People Strategy continued and a new General Manager and Manager – Health Safety and Wellbeing – joined WorkSafe. Delivery activities included: planning staff engagement of the Why Story and Values project, further delivery of Advanced Leadership Programme; and further development of Inspector Competency Framework.
Learning and development programme	0.74	
Remuneration increase for all staff (cost pressure)	1.25	Learning and Development programmes included Inspectorate capability development with training of new inspectors, delivery of Good Practice (intermediate & advanced) programme to experienced inspectors; Asbestos Regulations training.
Retention initiatives (cost pressure)	0.20	An 2.8% average remuneration increase for all staff was allocated, along with performance based incentives for inspectors.
Agreed remuneration increase for the inspectorate (cost pressure)	0.40	Retention initiative costs pressure funding was applied to Health Staff Insurances (Wellbeing). Baseline funding was applied to meet the total cost.
Operational specialists	19/20 Allocation (\$)	Commentary
Inspectorate	0.59	This funding has been utilised for specialised frontline capability as defined in the Way Forward Business Case. Examples of specialised roles include Hazards Substances Inspectors, new Psychosocial harm team and Major Incident Coordinator.
Knowledge, evidence and insights	19/20 Allocation (\$)	Commentary
Increased capacity in research and intelligence	0.21	Appointed a Data Analyst (December 2019) and Data Scientist (February 2020).
Increased capacity in 'better regulation' to develop educational materials	0.88	Funded temporary roles until permanent roles are appointed in June 2020; with remaining funding reprioritised.
Legal and enforcement	19/20 Allocation (\$)	Commentary
Legal	0.14	Appointed a Senior Solicitor (in December 2019).
Cost pressures	19/20 Allocation (\$)	Commentary
Increased ICT operational expenditure	1.25	Funded ICT operations to prepare for transition from MBIE to WorkSafe and build capability to support the ICT Strategy.
Inflation adjustment	0.50	Funded inflationary driven costs e.g. lease costs.
Implementation of HRIS and Payroll	0.15	Part funded the moving of payroll from MBIE to WorkSafe.
Baseline deficit	0.50	Covered historical unfunded cost pressures.
Unfunded depreciation	2.17	Used to provide the appropriate level of depreciation funding to cover the capital investment programme.

## New funding initiatives – Key performance indicators (2 of 3)

Modernisation	Deliverables 19/20	Q2	Q3	Highlights (issues, risks and actions)	Focus next quarter
<p>1. Starting work to become a modernised regulator, that is smarter and data-led.</p> <p><b>Creation of a modernisation office</b> to manage the transition effectively and monitor progress</p>	<ul style="list-style-type: none"> <li>– Modernisation office resourced</li> <li>– Modernisation programme implementation plan completed with linkages to enterprise Target Operating Model (eTOM)</li> <li>– eTOM blueprint finalised and strategic engagement plan developed</li> <li>– Programme implementation plan updated to support contingency draw-down</li> <li>– Investment Advisory Committee functioning effectively</li> </ul>	●	●	<ul style="list-style-type: none"> <li>– Handed the project and programme management (PPM) tool over to the Modernisation Office Team to implement</li> </ul>	<ul style="list-style-type: none"> <li>– Delivering a governance framework and approach for the programme to address recommendations from the Gateway review</li> <li>– Further developing and delivering the role descriptions for the EMPO to support embedding its function</li> <li>– Developing systems and processes for the EMPO to support its success into the next performance year (and beyond)</li> </ul>
Harm prevention	Deliverables 19/20	Q2	Q3	Highlights (issues, risks and actions)	Focus next quarter
<p>2. Capacity provided to <b>design and deliver harm prevention programmes</b></p>	<ul style="list-style-type: none"> <li>– Three harm prevention programmes (one large and two small) scoped</li> <li>– High-level intelligence framework developed</li> </ul>	●	●	<ul style="list-style-type: none"> <li>– Completed the recruitment process for the Advanced Analytics and Artificial Intelligence quadrant of the <i>Intelligence Strategy</i>, tripling the size of the team</li> <li>– Initiated a new use of in-depth tactical intelligence techniques, creating an understanding of underlying harm dynamics to develop tailored interventions within high priority organisations</li> </ul>	<ul style="list-style-type: none"> <li>– Working to establish our Advanced Analytics and Artificial Intelligence infrastructure, and to hire a further data scientist</li> <li>– Developing a model to estimate the future burden of harm of current exposures to work-related health hazards</li> </ul>
Systems and processes	Deliverables 19/20	Q2	Q3	Highlights (issues, risks and actions)	Focus next quarter
<p>3. <b>Improve the quality of WorkSafe's ICT systems</b> (and information management processes)</p>	<ul style="list-style-type: none"> <li>– Successfully deliver: <ul style="list-style-type: none"> <li>– Plone</li> <li>– Office 365</li> <li>– End User Compute</li> </ul> </li> <li>– Comprehensive customer journey mapping completed (to inform ICT functional roadmap investment)</li> <li>– ICT roadmap updated with priorities, costings, sequencing, interrelationships and benefit</li> </ul>	●	●	<ul style="list-style-type: none"> <li>– Stabilised the remote working in response to COVID-19 Alert Level 4</li> <li>– Progressed the Office 365 programme including roll-out of mail, file share and MAKO migration</li> <li>– Reviewed phasing and roll-out of the ongoing Office 365 programme for COVID-19 impacts</li> <li>– Initiated the Request for Proposal and Information process for the Human Resources and payroll system</li> <li>– Engaged PWC to facilitate the WorkSafe/MBIE ICT disengagement detailed planning process</li> </ul>	<ul style="list-style-type: none"> <li>– Working through the impacts of COVID-19 on our organisation and MBIE including: <ul style="list-style-type: none"> <li>○ planning the roll-out of laptop updates to comply with any Alert Level in place at time</li> <li>○ undertaking service design activities to support customer journey mapping, considering restrictions on entry to offices</li> <li>○ completing the WorkSafe/MBIE ICT disengagement detailed planning and finalise the associated Capital plan and B19 tranche drawdown</li> </ul> </li> </ul>

## New funding initiatives - Key performance indicators (3 of 3)

People and capability	Deliverables 19/20	Q2	Q3	Highlights (issues, risks and actions)	Focus next quarter
<p>4. Undertake activities to <b>improve staff performance, engagement and retention. Implement new People Strategy</b> (including components around: training and development; grow and adapt; and career pathways)</p>	<ul style="list-style-type: none"> <li>Remuneration increases completed</li> <li>WorkSafe's Leadership and Development strategy and framework refreshed and aligned to eTOM</li> <li>Recognition framework is completed, aligned to WorkSafe values</li> <li>Inspectorate competency framework in place</li> <li>Inspectorate career pathway workshop insights completed and incorporated into Operations Operating Model</li> <li>Skills development training completed by operational workforce</li> <li>Operational specialist roles recruited in line with regulatory risk</li> </ul>	●	●	<ul style="list-style-type: none"> <li>Mapped key actions to ensure all critical health, safety and wellbeing risks had identified controls</li> <li>Identified a provider to develop an executive leadership development programme for senior leaders</li> <li>Completed the high-level design for a package of induction activities using group face-to-face, digital, buddy- and leader-led channels</li> <li>Submitted the Rainbow Tick Self-Audit and are now awaiting on results and improvement plan to be released by June 2020</li> <li>Re-designed payroll processes to support working from home while delivering this essential service</li> </ul>	<ul style="list-style-type: none"> <li>Implementing all health, safety and wellbeing critical risk controls, and identifying and implementing additional controls necessary to ensure safety and wellbeing working through the COVID-19 pandemic</li> <li>Contract negotiations and planning for the executive leader development programme.</li> <li>Planning to engage staff via virtual platforms to continue work on the Values project; including small group virtual meetings and one-on-ones</li> <li>Moving into detailed design and build phase for employee induction through a combination of out-sourced and in-sourced development of systems and collateral</li> </ul>
Education, resources and guidance	Deliverables 19/20	Q2	Q3	Highlights (issues, risks and actions)	Focus next quarter
<p>5. <b>Develop new educational, guidance and digital tools</b> to address gaps in the health and safety system and support workers and employers</p>	<ul style="list-style-type: none"> <li>Education and guidance materials and digital tools developed:                             <ul style="list-style-type: none"> <li>Risk management framework tool for SMEs</li> <li>Health monitoring and exposure monitoring</li> <li>Managing violence in healthcare</li> <li>Psychosocial guidance</li> </ul> </li> </ul>	●	●	<ul style="list-style-type: none"> <li>Developed guidance and provided advice to workers, employers and their representatives on WorkSafe's response to COVID-19</li> <li>Supported developing the Tangihanga guidelines for all marae, including whānau support for communities working through the tangihanga process during the four stages of COVID-19</li> <li>Signed a contract for the delivery of new modules for the <i>Risk Management Framework Tool</i> (although the launch was delayed due to COVID-19)</li> <li>Published guidance including: <i>Certification of locations holding toxic and corrosive substances</i>; <i>Keeping Your Service Station Compliant with the Hazardous Substances Regulations</i> Quick Guide; and <i>First Aid at Work</i> Quick Guide</li> </ul>	<ul style="list-style-type: none"> <li>Working with contracted provider to develop new modules for the <i>Risk Management Framework Tool</i></li> <li>Developing guidance on mentally health work, and guidance for the healthcare and agricultural retail sectors</li> <li>Continuing to develop, and support the development of, sector, industry and workplace-specific guidance for COVID-19</li> </ul>

## Statement of Performance Expectations – Activity measures (1 of 3)

Harm prevention		Target 19/20	Actual	Commentary
1. Percentage of people who say our guidance is useful (this measure provides an indication of how we help all parts of the system understand what good health and safety practice looks like) (Annual)		Hold or increase (≥ 97%)	98%	● Modified measure. WorkSafe now reports <b>annually</b> on guidance that was 'very useful' and 'somewhat useful'
2. Percentage of assessments that include interaction with a worker or representative where available (Quarterly - YTD)		≥ 80%	88%	● We are achieving this measure, and will need to focus on new ways of including workers or their representatives in Q4 as we change the way we work in response to the COVID-19 pandemic
3. Update and implement Healthy Work Plan and Harm Reduction Action Plan (Quarterly - YTD)	<p>Update Healthy Work Plan →      Update Harm Reduction Action Plan →</p> <p>Implement Healthy Work Plan ✓      Implement Harm Reduction Action plan -</p>	Achieve	Achieved	● We have updated both plans. The Harm Reduction Action Plan does not contain initiatives for implementation. It is a strategic document developed with the Accident Compensation Corporation  We are planning to deliver three sub-plans under the Healthy Work Action Plan, subject to funding and the impact of COVID-19
4. Percentage of assessments that include a focus on work-related health risks (Quarterly - YTD)		≥ 50%	63%	● We have exceeded this target in Q3 and anticipate that we will continue to do so in Q4 as this is an increased focus of our assessments in response to the COVID-19 pandemic

## Statement of Performance Expectations – Activity measures (2 of 3)

Regulatory effectiveness		Target 19/20	Actual	Commentary																														
5. Percentage of prosecutions that are successful (Quarterly - YTD)		≥ 80%	91%	● Year to date there have been 59 prosecutions initiated, 55 disposed, 43 convicted, 7 withdrawn and 5 others (discontinued due to enforceable undertaking). COVID-19 will impact on court proceedings for Q4, but this measure is a percentage, so should still be achievable.																														
6. Percentage of investigations where a final decision is made and communicated to victims and PCBUs within 12 months of commencement (Quarterly - YTD)		100%	95%	● 38 of 40 investigation decisions were made and communicated within 12 months. One decision was that an investigation was outside WorkSafe's jurisdiction, another was informally communicated within time but the formal communication was delayed due to Whakaari / White Island. This means that the 100% target result will not be achieved this year.																														
7. Percentage of energy safety investigations (notifiable/non-notifiable incidents and unsafe situations) involving gas and electricity that are completed within 60 days (Quarterly - YTD)		≥ 80%	91%	● Year to date 560 of 619 investigations have been completed within 60 working days.  However, in Q4 we anticipate that this result may be impacted by COVID-19 and the need to engage and investigate remotely.																														
8. Percentage of safety cases under review according to schedule (Quarterly)	<table border="1"> <thead> <tr> <th>Safety case review schedule</th> <th colspan="4"></th> </tr> <tr> <th>Step in cycle</th> <th>Dec 19</th> <th>Mar 20</th> <th>Jun 20</th> <th>Oct 20</th> </tr> </thead> <tbody> <tr> <td>Not yet begun</td> <td>10</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>In progress</td> <td>5</td> <td>6</td> <td>5</td> <td>0</td> </tr> <tr> <td>Further info required</td> <td>12</td> <td>1</td> <td>6</td> <td>0</td> </tr> <tr> <td>Completed</td> <td>30</td> <td>49</td> <td>45</td> <td>56</td> </tr> </tbody> </table>	Safety case review schedule					Step in cycle	Dec 19	Mar 20	Jun 20	Oct 20	Not yet begun	10	1	0	0	In progress	5	6	5	0	Further info required	12	1	6	0	Completed	30	49	45	56	100%	On track	● New measure. We are on track to meet the end of year target, with 98% of all safety cases under review or completed and agreed (including 1 extra safety case than planned).  WorkSafe plans to have 100% of safety cases received under active review in 19/20 (completed and agree or referred back to operation for further information).
Safety case review schedule																																		
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Further info required	12	1	6	0																														
Completed	30	49	45	56																														

## Statement of Performance Expectations – Activity measures (3 of 3)

System leadership		Target 19/20	Actual	Commentary
<p>9. The number and range of sectors supported by tripartite sector leadership groups <i>(Quarterly)</i></p>		5 (increase by at least 2 from 18/19)	3	<span style="color: orange;">●</span> We are working with the Agricultural Leaders Health and Safety Action Group (ALHSAG) to outline the benefit that contributions from workers and worker representative could make to its work programme. By strict definition of "sector", our Pacific People's Advisory Group cannot be counted but is a tripartite group for that population
Percentage of people we directly engage with who agreed WorkSafe is: <i>(Annual)</i>		Target 19/20	Actual 19/20	
<p>10. Educative</p>		Increase (> 70%)	66%	<span style="color: red;">●</span> We have not met our target for being "Educative" this performance year with the result falling just outside the margin of error. All other results have been achieved, with WorkSafe meeting or exceeding the target
<p>11. Fair</p>		Increase (> 91%)	91%	<span style="color: green;">●</span>
<p>12. Proportionate</p>		Increase (> 68%)	71%	<span style="color: green;">●</span>
<p>13. Performing effectively</p>		Increase (> 70%)	72%	<span style="color: green;">●</span>
Organisational excellence		Target 19/20	Actual	Commentary
<p>14. Staff engagement as measured in the 'We Say' survey results <i>(Annual)</i></p>		≥ 61%	Not yet available: annual measure	<span style="color: green;">●</span> We have initiatives underway to improve our staff engagement; we completed the self-audit phase to gain the Rainbow Tick and expect a recommended action plan in Q4. We will complete a similar self-evaluation process with Diversity Works by Q4. The anti-harassment processes and procedures roll-out has been a soft-launch due to the impact of COVID-19, but additional tools and training are being developed to support it being a success.
<p>15. Progress toward achieving strategic goal of becoming a leader in New Zealand health and safety practice <i>(Annual)</i></p>		Achieve 'Performing' level	Performing	<span style="color: green;">●</span> WorkSafe's latest online survey results (November 2019) show that the "performing" level has been achieved. The organisation will strive to maintain this level for the remainder of the performance year.

## Internal Organisational Strategic Risks (1/2)

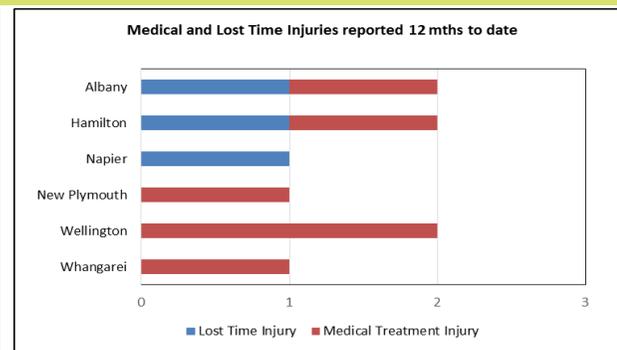
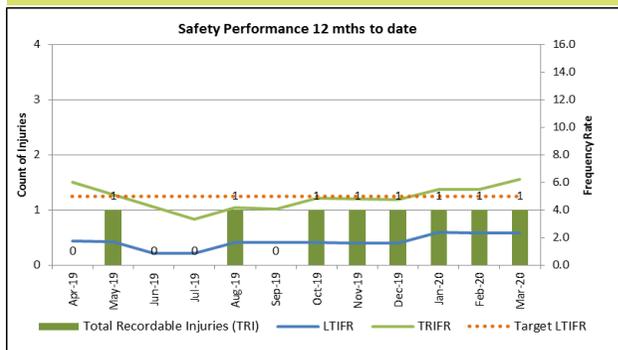
Strategic alignment	Critical risk category and description	Mitigations in place and under development
Right mix of services	<p><u>Risk of loss of support from authorising environment due to</u> lack of/ or unclear strategic direction, governance, execution of strategy, operational and/ or regulatory failure, poor stakeholder management and lack of staff capacity to deliver <u>resulting in</u> loss of confidence in WorkSafe, inability to influence harm prevention targets, Ministerial and Parliamentary scrutiny, loss of mandate and adverse media and negative reputational impact.</p>	<ul style="list-style-type: none"> <li>- Strategic deep dive sessions are planned and underway for some key areas to ensure clarity and understanding of strategic direction for implementation.</li> <li>- Reporting and monitoring against the Sol and SPE is embedded and operating effectively. This informs our planning, how we are tracking and any additional focus required to improve performance.</li> <li>- Investment prioritisation of “Regulatory Failure” initiatives FY20/21: Tranches 1 and 2 are progressing well to implement changes for prioritised actions agreed by Ministers.</li> <li>- Implementation of Stakeholder Engagement Policy &amp; Management Approach: Monitoring is in place and a pulse check conducted to inform activities and complete framework development in alignment with eTOM.</li> <li>- External work related advisory groups including operational reporting in place with any issues elevated to Chair of the Board.</li> <li>- Feedback to date indicates a level of satisfaction with WorkSafe’s position that will support a reduction in the likelihood of this risk. This will be considered at the Board strategic risk session in June.</li> </ul>
Future-proof our organisation	<p><u>Risk of inability to prioritise appropriately due to</u> lack of/ or unclear methodology, resourcing issues, poor implementation of decisions and operating in silo’s <u>resulting in</u> strategic objectives &amp; initiatives not being delivered, loss of confidence in WorkSafe, Ministerial and Parliamentary scrutiny, loss of political capital, adverse media and negative reputational impact.</p>	<ul style="list-style-type: none"> <li>- Clear accountabilities and leadership model at executive level has been refreshed including executive governance. Integrated delivery plan with shared accountability is in its final stages</li> <li>- The eTOM is being developed to set out a clear and practical pathway to becoming a modern intelligence-led regulator, including alignment with the integrated delivery plan and planning activities for 20/21.</li> <li>- Monitoring and reporting of prioritised initiatives are in place with further refinements to be incorporated.</li> <li>- Development of an Intervention Logic Framework, trialling and re-casting traditional priority sectors is progressing well with an underpinning model developed.</li> <li>- Enhancements to the planning process for 20/21 were rolled out. An organisational wide lens has been applied. Review and challenge took place by the Executive Leadership Team to ensure a consistent process was applied and funding allocation is being considered in relation to the right initiatives with alignment to the integrated plan.</li> <li>- Developing best practice approaches for designing and delivering our services for our clients and in a consistent way within the organisation. This means strategically aligning our existing processes and systems and effectively designing and delivering new services to drive improvement.</li> <li>- Work to improve the controls environment has progressed to a point where consideration to reducing the likelihood and consequence of this risk can be considered at the Board strategic risk session in June. There are currently no major concerns that the exposure is not being managed adequately.</li> </ul>

## Internal Organisational Strategic Risks (2/2)

Strategic alignment	Critical risk category and description	Mitigations in place and under development
Enhance our technology, data and infrastructure	Risk of processes and ICT systems are not fit for purpose <u>due to</u> resourcing capability & capacity issues, lack of customer centric lens, third party failure, inability to respond to events and lack of clear business requirements to inform product selection <u>resulting in</u> privacy breach, non compliance with obligations, inability and/or delays to undertake core responsibilities, initiatives not being delivered and adverse media and negative reputational impact.	<ul style="list-style-type: none"> <li>- Alignment of procurement to architecture roadmap and principles, and Technology Strategy is being embedded across enterprise</li> <li>- Certification and accreditation process in place and implemented to embed non functional requirements, mapping to agreed standards, controls in operation and what additional controls are required to be implemented.</li> <li>- Ongoing investment profile for continuity of existing and new services is in place.</li> <li>- An independent review is underway in relation to third party suppliers to inform a deeper understanding of risk and control environment gaps at operational and process levels. This will inform future focus for development and improvement of controls to manage the risk.</li> <li>- Business continuity and disaster recovery plan in place and tested. Additional work to understand the effectiveness of this risk at operational and process levels is planned for 20/21.</li> <li>- Recruitment for positions is underway to support the transition of ICT and ongoing support services to WorkSafe to ensure in-house capability and capacity.</li> <li>- A WorkSafe wide integrated systems roadmap is almost complete to support the planned transition of technology services from MBIE.</li> <li>- MBIE Governance and services management is being improved and the master services agreements are being updated to support services being transitioned to other vendor's.</li> <li>- The improvement of the control environment for this risk is a key focus for WorkSafe. It is recognised that a large amount of risk is involved in transitioning services away from MBIE. The output of the independent review will be key in providing a view of the existing control gaps to enable effective mitigation plans to be implemented.</li> <li>- Improvement to the control environment is underway and it is expected that the residual risk position will be improved by Q2 FY20/21. There are currently no major concerns that the exposure is not being managed adequately.</li> </ul>

# People

## Internal health and safety



WorkSafe's lost time injury frequency rate (LTIFR) remains below target. However we have had three medical treatment injuries this quarter. The:

- LTIFR equals the number of lost time injuries occurring per million hours worked
- total recordable injury frequency rate (TRIFR) equals the number of injuries requiring medical treatment per million hours worked

19/20 WorkSafe-wide focus areas	Measures	18/19 Result
Inclusiveness & diversity	Everything we do is consistent with WorkSafe's purpose, vision, principles and values	60%
	We have clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied consistently	47%
Empowerment	WorkSafe has a culture of empowerment that maximises the performance of staff	51%
	WorkSafe supports people who come forward with new ideas	59%
Increase alignment	All teams have objectives that are aligned with those of other teams	46%
Minimise silos	There is a strong focus on working together as a team rather than operating in silos	55%

FTE (permanent and fixed) by group	Last quarter	This quarter
Operations (High Hazards, Energy and Public Safety; General Inspectorate; Specialist Interventions; Health and Technical Services; Operational Excellence)	397.1	392.6
External Strategy & Engagement	65.0	57.4
Regulatory Effectiveness	60.3	61.2
Business Performance & Modernisation	25.8	24.5
People, Culture & Safety	20.5	21.5
Digital & Information Services	10.9	12.9
Legal	17.4	17.6
Office of the Chief Executive	2.0	3.0
<b>Total</b>	<b>598.89</b>	<b>590.60</b>

Turnover and FTE	Last quarter	This quarter	Commentary
Organisation turnover (12 month rolling)	8.1%	10.7%	Staff turnover for the 12 months to March 2020 was 10.7%. This has rebounded as expected compared to December 2019. It is expected to sit around 10%- 15% in the coming year  Unplanned turnover data includes permanent staff who left due to voluntary reasons, resignation, or retirement. It does not include redundancy, medical retirement, or end of contract
Organisation FTE (permanent and fixed)	598.89	590.6	Our FTE figures have been updated this quarter to reflect our business groups as at March 2020

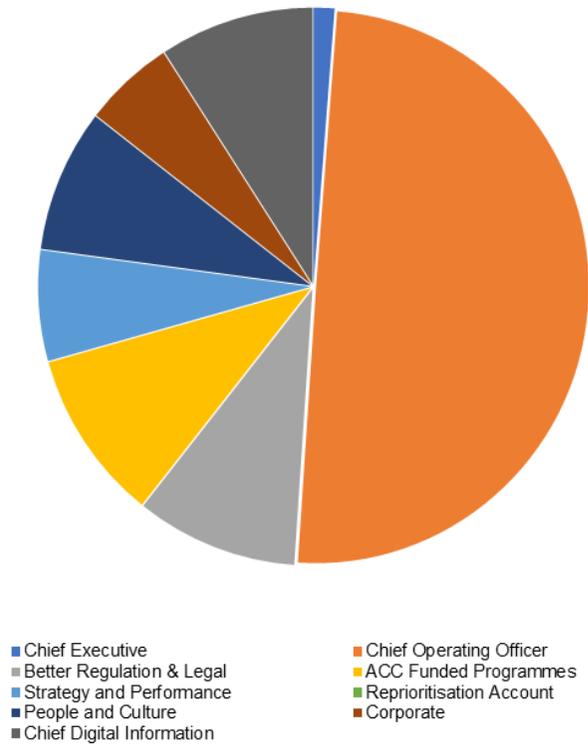
## Finance (1 of 5) – WorkSafe financial performance

### Financial performance (year to date 31 March 2020)

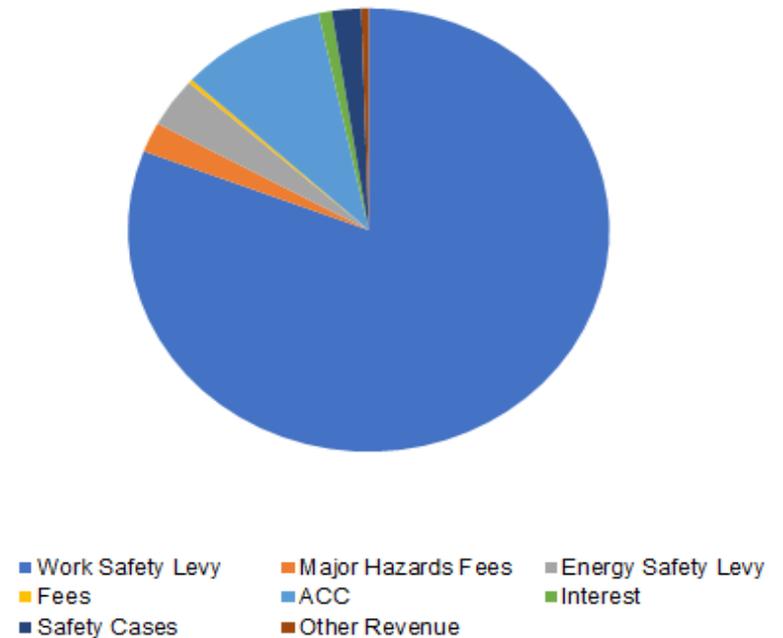
	Actual	SPE Budget	Variance	Estimated outturn	Full-year SPE Budget	Commentary	
<b>Revenue</b>							
Revenue Crown	79,712	79,712	0	106,282	106,282	The year to date opex surplus of \$3.3m against a budget of -\$1.4m results in an under spend of \$4.7m. The total spend to date is \$88.7m against a budget of \$95.2m, an underspend of \$6.4m, of which \$4.2m is ACC. Revenue is down \$1.7m, mainly due to the lower ACC but is offset by higher other revenue, including Major Hazard Facility Safety Cases	
Interest revenue	818	608	210	1,053	753		
Other revenue	11,547	13,490	(1,943)	16,431	16,724		
<b>Total revenue</b>	<b>92,077</b>	<b>93,809</b>	<b>(1,732)</b>	<b>123,766</b>	<b>123,759</b>	<p>The main areas of under spend are in areas with significant programme spend, due to time required to work through appropriate planning and approval processes to establish well managed programmes. Expenditure is expected to pick up in the last quarter, although more slowly than planned due to the impact of COVID-19</p> <p>a. ACC – timing of programmes, reflected in lower revenue as noted above. An increase in spend is expected in the final quarter, with large spend items such as promotions campaigns approved and starting to spend</p> <p>b. Operations – the underspend is driven by underspending relating to tagged funding, which is forecast to continue to underspend by year end. The remaining variances within this group includes a number of unders (primarily in change initiatives), and overs (eg Whakaari/White Island, Methyl Bromide)</p> <p>c. Other – continuing to report YTD underspends, which is partially driven by delays in recruitment of vacant positions</p>	
<b>Expenditure</b>							
Personnel and contractors	57,825	57,107	(718)	77,147	76,940		
Depreciation	2,351	3,642	1,291	3,609	5,109		
Other expenditure	28,574	34,445	5,870	43,621	45,709		
<b>Total expenditure</b>	<b>88,750</b>	<b>95,194</b>	<b>6,444</b>	<b>124,377</b>	<b>127,759</b>		
<b>Surplus/(deficit)</b>	<b>3,327</b>	<b>(1,385)</b>	<b>4,711</b>	<b>(611)</b>	<b>(4,000)</b>		

## Finance (2 of 5) – Actual expenditure and revenue year to date

Actual expenditure (YTD) by business group



Actual Revenue (YTD) by source



## Finance (3 of 5) – Changes in equity and balance sheet

### Summary balance sheet (year to date 31 March 2020)

\$000	Actual	SPE Budget	Variance	Estimated outturn	Full-year SPE Budget	Commentary
<b>Assets</b>						
Cash and bank	9,108	8,450	659	7,955	5,696	The cash position is higher than the budget due to lower spend in both operating and capital, which is expected to reduce as planned activities ramp up. The higher cash is also reflected in: a. Lower fixed assets – less capital spend due to delays in various projects, mainly ICT projects b. Higher income in advance – attributed to slower than expected spend on ACC funded projects, partly offset by the faster release of MHF Safety Case revenue c. Higher equity – opex underspending d. Higher creditor and payable values – there is a high creditor balance due to a backlog in key supplier invoicing WorkSafe and the timing of supplier payments; and e. Lower employment liabilities – this is a timing issue around the last payroll for the month, and when it was physically paid and budgeted for. It will correct itself in the final quarter.
Investments	34,000	17,000	17,000	20,000	17,000	
Debtors	1,889	1,199	689	1,702	1,000	
Fixed assets	13,866	20,275	(6,409)	20,061	20,700	
<b>Total</b>	<b>58,863</b>	<b>46,924</b>	<b>11,939</b>	<b>49,719</b>	<b>44,669</b>	
<b>Liabilities</b>						
Creditors and payables	6,672	4,064	(2,697)	3,662	6,000	
Employment liabilities	4,392	5,586	1,464	6,307	6,200	
Income in Advance	15,628	12,760	(2,867)	11,604	9,065	
<b>Total</b>	<b>26,781</b>	<b>22,681</b>	<b>(4,101)</b>	<b>21,573</b>	<b>21,265</b>	
<b>Equity</b>						
Contributed Capital	28,756	25,934	2,822	28,756	27,404	
Accumulated surplus/(deficit)	3,327	(1,385)	4,711	(611)	(4,000)	
<b>Grand total</b>	<b>32,083</b>	<b>24,549</b>	<b>7,533</b>	<b>28,146</b>	<b>23,404</b>	

### Changes in equity (year to date 31 March 2020)

\$000	Actual	SPE Budget	Variance	Estimated outturn	Full-year SPE Budget	Commentary
Equity at beginning of year	2,876	25,934	2,822	28,756	27,404	
Capital contribution	-	-	-	-	-	
Net surplus/(deficit)	3,327	(1,385)	4,711	(611)	(4,000)	
<b>Equity as at end of period</b>	<b>32,083</b>	<b>24,549</b>	<b>7,533</b>	<b>28,146</b>	<b>23,404</b>	

## Finance (4 of 5) – Cash flow

Summary cash flow (year to date 31 March 2020)						
\$000	Actual	SPE Budget	Variance	Estimated outturn	Full Year SPE Budget	Commentary
<b>Operating Cash Flows</b>						
Receipts from Crown	79,712	79,712	-	106,282	106,282	The cash balance is \$0.9m above budget and the planned downward cash trend is not yet evident. As a result WorkSafe has \$17m more in investments than planned, due to lower spend in ACC, other opex and capex.
Receipts from Other Revenue/Interest Received	16,953	12,347	4,246	17,382	15,926	
Payments to Suppliers/Employees	(84,310)	(90,535)	6,225	(123,714)	(121,388)	
<b>Net Operating Cash Flow</b>	<b>11,995</b>	<b>1,524</b>	<b>10,471</b>	<b>(50)</b>	<b>920</b>	It is expected that balances will remain somewhat higher than budget as some spend moved into next year and given the uncertainty around the impact of COVID-19.
<b>Investing Cash Flows</b>						
<b>Net Investments</b>	<b>(3,000)</b>	<b>10,000</b>	<b>(17,000)</b>	<b>13,000</b>	<b>10,000</b>	
Net Asset Purchases	(4,545)	(10,017)	5,473	(11,637)	(11,593)	
<b>Net Investing Cash Flows</b>	<b>(7,545)</b>	<b>(17)</b>	<b>(7,527)</b>	<b>1,363</b>	<b>(1,593)</b>	
<b>Financing Cash Flows</b>						
Capital Contribution	-	-	-	-	-	
<b>Net Financing Cash Flows</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Cash Movement</b>						
<b>Net (decrease)/increase in cash</b>	<b>4,450</b>	<b>1,507</b>	<b>2,943</b>	<b>1,313</b>	<b>(673)</b>	
Opening Cash	4,658	6,642	(1,984)	6,642	6,642	
<b>Closing Cash</b>	<b>9,108</b>	<b>8,450</b>	<b>595</b>	<b>7,955</b>	<b>5,969</b>	

## Finance (5 of 5) – Capital expenditure

Capital expenditure (year to date 31 March 2020)							
\$000		YTD Actual	YTD Budget	YTD Variance	Full Year Budget	Commentary	Estimated Actual
Digital Services	Project and Portfolio Management Tool	229	192	(36)	247		247
	Office 365	2,349	4,133	1,784	5,075	Delays in implementation as details worked through with MBIE. Purchase of laptops (some from MBIE, some new) \$1.8m has slipped but still expected by year end. Delays including COVID-19 are putting pressure on timeframes and budget, with the potential for additional cost in 20/21	5,075
	Mako/Share File Migration	-	-	-	-	New project approved during the year	300
	Network Enhancements	-	-	-	360		360
	Plone Migration	18	800	782	800	Approved – work has commenced, may not be fully complete by year end with impact of COVID-19	650
	HRIS Design Phase	177	887	710	887	\$460k has been transferred to Opex, following discussion regarding correct classification of this work. Revised project will be primarily delivered from next financial year	517
	<b>Total</b>	<b>2,773</b>	<b>6,012</b>	<b>3,240</b>	<b>7,369</b>		<b>7,149</b>
Facilities	Wellington Office Refresh	1,272	1,168	(104)	2,861	Additional spend approved by IAC to pick up work that had been anticipated to be done by the landlord	3,561
	General Furniture & Fittings	-	116	116	200		-
	Property Security	44	250	206	580	Business case has been approved by IAC. Further work being undertaken to assess full scope.	80
	Other	30	-	(30)	-	Forecast relates to buy out of leasehold assets held by MBIE relating to WorkSafe	600
	<b>Total</b>	<b>1,346</b>	<b>1,534</b>	<b>188</b>	<b>3,641</b>		<b>4,241</b>
Operational Assets	Vehicles	378	182	(196)	912	Vehicles have been ordered, but delivery lead times mean costs likely to move into 20/21	412
	Field Operations (VHF radios)	-	1,200	1,200	1,200	Project not yet scoped	-
	<b>Total</b>	<b>378</b>	<b>1,382</b>	<b>1,004</b>	<b>2,112</b>		<b>412</b>
<b>Total</b>		<b>4,497</b>	<b>8,929</b>	<b>4,432</b>	<b>13,122</b>		<b>11,802</b>

# System targets

Reduction in fatalities and serious harm		Target 2020	Actual	Commentary
<b>Indicator 1</b> Fatal injury rate Per 100,000 FTEs 3-year average <i>(Annual - October)</i>		25% below baseline	36% lower than the baseline	● The results released in October 2019 show that the fatal injury rate remains below the target. However, the figures suggest that progress in reducing deaths has stalled. The result has been unchanged for two years. WorkSafe is increasing its focus on harm prevention, but cannot deliver the results in isolation. A concerted effort from all workplaces is required
<b>Indicator 2</b> Serious non-fatal injury rate Per 100,000 FTEs, annual rate <i>(Annual - October)</i>		25% below baseline	9% lower than baseline	● The result from October 2019 is 9% lower than baseline, but the rate has rise for the past two years. WorkSafe is increasing its focus on harm prevention, but cannot deliver the results in isolation. A concerted effort from all workplaces is required
<b>Supplementary indicator</b> Week away from work (WAFW) injuries Per 1,000 FTEs, annual rate <i>(Annual - October)</i>		25% below baseline	12% higher than the baseline	● The October 2019 result shows this indicator has remained the same or increased each year since 2011. WorkSafe is increasing its focus on harm prevention, but cannot deliver the results in isolation. A concerted effort from all workplaces is required

Asbestos-related deaths		Catastrophic harm	Reduction in energy related fatalities	
Target	Commentary	Target	Target	Commentary
<b>50%</b> ↓ ●	Currently slightly below the baseline of 88 (82 in 2016). Forecasting indicates we are likely to reach the 2040 target (≤ 44)	<b>0</b> ●	↓ ●	Electricity fatality rate: <i>trending down</i> LPG fatality rate: <i>trending down</i> Natural gas fatality rate: <i>trending down</i>
		The incident at White Island/Whakaari in December 2019 is a catastrophic event because more than five people were killed in an event that related to work (workers and customers). As a result, this measure will not be achieved		

## Statement of Intent - Impact (1 of 2)

People value health and safety: Our work supports people to value health and safety as part of good business		Target 21/22	Actual	Commentary																		
1. Percentage of workers in priority sectors who view health and safety as a top priority <i>(Biannual)</i>	<table border="1"> <caption>Data for Metric 1</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>14/15</td><td>35%</td></tr> <tr><td>15/16</td><td>38%</td></tr> <tr><td>16/17</td><td>40%</td></tr> <tr><td>17/18</td><td>38%</td></tr> <tr><td>18/19</td><td>49%</td></tr> <tr><td>19/20</td><td>50%</td></tr> <tr><td>20/21</td><td>55%</td></tr> <tr><td>21/22</td><td>60%</td></tr> </tbody> </table>	Year	Percentage	14/15	35%	15/16	38%	16/17	40%	17/18	38%	18/19	49%	19/20	50%	20/21	55%	21/22	60%	> 65%	49%	<p>● We are on track to meet the 21/22 Sol target with our 18/19 result (49%) being within the margin of error of our target of 50.75% for 19/20</p> <p>To provide continuity the result presented is for the four priority sectors. The result for all sectors was 35%</p>
Year	Percentage																					
14/15	35%																					
15/16	38%																					
16/17	40%																					
17/18	38%																					
18/19	49%																					
19/20	50%																					
20/21	55%																					
21/22	60%																					
2. Percentage of employers in priority sectors who view health and safety as a top priority <i>(Biannual)</i>	<table border="1"> <caption>Data for Metric 2</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>14/15</td><td>50%</td></tr> <tr><td>15/16</td><td>40%</td></tr> <tr><td>16/17</td><td>60%</td></tr> <tr><td>17/18</td><td>60%</td></tr> <tr><td>18/19</td><td>55%</td></tr> <tr><td>19/20</td><td>60%</td></tr> <tr><td>20/21</td><td>65%</td></tr> <tr><td>21/22</td><td>70%</td></tr> </tbody> </table>	Year	Percentage	14/15	50%	15/16	40%	16/17	60%	17/18	60%	18/19	55%	19/20	60%	20/21	65%	21/22	70%	> 75%	59%	<p>● The result for 18/19 and 19/20 is not directly comparable to previous years or the target. The collection method has changed and the target population expanded to make the result more nationally representative</p> <p>The result for all sectors was 48%</p>
Year	Percentage																					
14/15	50%																					
15/16	40%																					
16/17	60%																					
17/18	60%																					
18/19	55%																					
19/20	60%																					
20/21	65%																					
21/22	70%																					
3. Percentage of people (workers and employers) who: Made at least one change to improve workplace safety and/or reduce risks to workers health <i>(Annual)</i>	<table border="1"> <caption>Data for Metric 3</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>14/15</td><td>80%</td></tr> <tr><td>15/16</td><td>70%</td></tr> <tr><td>16/17</td><td>80%</td></tr> <tr><td>17/18</td><td>80%</td></tr> <tr><td>18/19</td><td>75%</td></tr> <tr><td>19/20</td><td>83%</td></tr> <tr><td>20/21</td><td>83%</td></tr> <tr><td>21/22</td><td>83%</td></tr> </tbody> </table>	Year	Percentage	14/15	80%	15/16	70%	16/17	80%	17/18	80%	18/19	75%	19/20	83%	20/21	83%	21/22	83%	> 84.5%	83%	<p>● We are on track to meet the 21/22 Sol target with our 19/20 result (83%) being within the margin of error of our target of 84.5%</p>
Year	Percentage																					
14/15	80%																					
15/16	70%																					
16/17	80%																					
17/18	80%																					
18/19	75%																					
19/20	83%																					
20/21	83%																					
21/22	83%																					
Health and safety improves wellbeing: Our work enables good health and safety to improve people's quality of live		Target 21/22	Actual	Commentary																		
4. Percentage of employers who have a process for identifying, assessing and managing the business's main health and safety risks, who also regularly review the processes and systems <i>(Annual)</i>	<table border="1"> <caption>Data for Metric 4</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>14/15</td><td>75%</td></tr> <tr><td>15/16</td><td>75%</td></tr> <tr><td>16/17</td><td>75%</td></tr> <tr><td>17/18</td><td>80%</td></tr> <tr><td>18/19</td><td>84%</td></tr> <tr><td>19/20</td><td>84%</td></tr> <tr><td>20/21</td><td>84%</td></tr> <tr><td>21/22</td><td>84%</td></tr> </tbody> </table>	Year	Percentage	14/15	75%	15/16	75%	16/17	75%	17/18	80%	18/19	84%	19/20	84%	20/21	84%	21/22	84%	> 80%	84%	<p>● We are on track to meet the 21/22 Sol target with our 18/19 result (84%) exceeding the target (80%). MBIE did not run the survey this year, meaning this result cannot be updated for 19/20</p>
Year	Percentage																					
14/15	75%																					
15/16	75%																					
16/17	75%																					
17/18	80%																					
18/19	84%																					
19/20	84%																					
20/21	84%																					
21/22	84%																					

## Statement of Intent - Impact (2 of 2)

Health and safety improves wellbeing: Our work enables good health and safety to improve people's quality of live		Target 21/22	Actual	Commentary																																			
<p>5. Workers who agreed their workplace has ways for workers to participate in health and safety and raise issues <i>(Biannual)</i></p> <table border="1"> <caption>Data for Item 5: Workers who agreed their workplace has ways for workers to participate in health and safety and raise issues</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> <th>Target (%)</th> <th>Baseline (17/18) (%)</th> </tr> </thead> <tbody> <tr><td>14/15</td><td>85</td><td>84.75</td><td>84.75</td></tr> <tr><td>15/16</td><td>88</td><td>84.75</td><td>84.75</td></tr> <tr><td>16/17</td><td>92</td><td>84.75</td><td>84.75</td></tr> <tr><td>17/18</td><td>88</td><td>84.75</td><td>84.75</td></tr> <tr><td>18/19</td><td>87</td><td>84.75</td><td>84.75</td></tr> <tr><td>19/20</td><td>87</td><td>84.75</td><td>84.75</td></tr> <tr><td>20/21</td><td>87</td><td>84.75</td><td>84.75</td></tr> <tr><td>21/22</td><td>87</td><td>84.75</td><td>84.75</td></tr> </tbody> </table>	Year	Result (%)	Target (%)	Baseline (17/18) (%)	14/15	85	84.75	84.75	15/16	88	84.75	84.75	16/17	92	84.75	84.75	17/18	88	84.75	84.75	18/19	87	84.75	84.75	19/20	87	84.75	84.75	20/21	87	84.75	84.75	21/22	87	84.75	84.75	> 90%	87%	<p>● We are on track to meet the 21/22 Sol target with our 18/19 result (87%) exceeding the 18/19 target (84.75%)</p> <p>To provide continuity the result presented is for the four priority sectors. The result for all sectors was 80%</p>
Year	Result (%)	Target (%)	Baseline (17/18) (%)																																				
14/15	85	84.75	84.75																																				
15/16	88	84.75	84.75																																				
16/17	92	84.75	84.75																																				
17/18	88	84.75	84.75																																				
18/19	87	84.75	84.75																																				
19/20	87	84.75	84.75																																				
20/21	87	84.75	84.75																																				
21/22	87	84.75	84.75																																				
<p>6. Employers who agreed their workplace has ways for workers to participate in health and safety and raise issues <i>(Biannual)</i></p> <table border="1"> <caption>Data for Item 6: Employers who agreed their workplace has ways for workers to participate in health and safety and raise issues</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> <th>Target (%)</th> <th>Baseline (17/18) (%)</th> </tr> </thead> <tbody> <tr><td>14/15</td><td>75</td><td>90</td><td>90</td></tr> <tr><td>15/16</td><td>75</td><td>90</td><td>90</td></tr> <tr><td>16/17</td><td>85</td><td>90</td><td>90</td></tr> <tr><td>17/18</td><td>85</td><td>90</td><td>90</td></tr> <tr><td>18/19</td><td>86</td><td>90</td><td>90</td></tr> <tr><td>19/20</td><td>86</td><td>90</td><td>90</td></tr> <tr><td>20/21</td><td>86</td><td>90</td><td>90</td></tr> <tr><td>21/22</td><td>86</td><td>90</td><td>90</td></tr> </tbody> </table>	Year	Result (%)	Target (%)	Baseline (17/18) (%)	14/15	75	90	90	15/16	75	90	90	16/17	85	90	90	17/18	85	90	90	18/19	86	90	90	19/20	86	90	90	20/21	86	90	90	21/22	86	90	90	> 90%	86%	<p>● The result for 18/19 is not directly comparable to previous years or the target. The collection method has changed and the target population expanded to make the result more nationally representative</p> <p>To provide continuity the result presented is for the four priority sectors. The result for all sectors was 81%</p>
Year	Result (%)	Target (%)	Baseline (17/18) (%)																																				
14/15	75	90	90																																				
15/16	75	90	90																																				
16/17	85	90	90																																				
17/18	85	90	90																																				
18/19	86	90	90																																				
19/20	86	90	90																																				
20/21	86	90	90																																				
21/22	86	90	90																																				
<p>7. More operators respond to potentially dangerous precursor events: Percentage of all precursor events that were adequately responded to <i>(Annual)</i></p> <table border="1"> <caption>Data for Item 7: More operators respond to potentially dangerous precursor events: Percentage of all precursor events that were adequately responded to</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> <th>Target (%)</th> <th>Baseline (17/18) (%)</th> </tr> </thead> <tbody> <tr><td>14/15</td><td>95</td><td>99</td><td>99</td></tr> <tr><td>15/16</td><td>95</td><td>99</td><td>99</td></tr> <tr><td>16/17</td><td>95</td><td>99</td><td>99</td></tr> <tr><td>17/18</td><td>75</td><td>99</td><td>99</td></tr> <tr><td>18/19</td><td>61</td><td>99</td><td>99</td></tr> <tr><td>19/20</td><td>61</td><td>99</td><td>99</td></tr> <tr><td>20/21</td><td>61</td><td>99</td><td>99</td></tr> <tr><td>21/22</td><td>61</td><td>99</td><td>99</td></tr> </tbody> </table>	Year	Result (%)	Target (%)	Baseline (17/18) (%)	14/15	95	99	99	15/16	95	99	99	16/17	95	99	99	17/18	75	99	99	18/19	61	99	99	19/20	61	99	99	20/21	61	99	99	21/22	61	99	99	> 99%	61%	<p>● The 19/20 result is not yet available and the result for 18/19 is not directly comparable to previous years or the target. The calculation methodology has changed</p> <p>WorkSafe is also no longer reporting a result for the <i>Cases of non-compliance</i> measure. This measure is no longer fit for purpose with the recent focus on the safety cases regime (see SPE measure number 8)</p>
Year	Result (%)	Target (%)	Baseline (17/18) (%)																																				
14/15	95	99	99																																				
15/16	95	99	99																																				
16/17	95	99	99																																				
17/18	75	99	99																																				
18/19	61	99	99																																				
19/20	61	99	99																																				
20/21	61	99	99																																				
21/22	61	99	99																																				
Collective approach to health and safety: Our work leads the health and safety system towards shared goals		Target 21/22	Actual	Commentary																																			
<p>8. Percentage of people (workers and employers) we engage with who agreed that WorkSafe is making a real difference to workplace health and safety in New Zealand <i>(Annual)</i></p> <table border="1"> <caption>Data for Item 8: Percentage of people (workers and employers) we engage with who agreed that WorkSafe is making a real difference to workplace health and safety in New Zealand</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> <th>Target (%)</th> <th>Baseline (17/18) (%)</th> </tr> </thead> <tbody> <tr><td>14/15</td><td>65</td><td>75</td><td>75</td></tr> <tr><td>15/16</td><td>65</td><td>75</td><td>75</td></tr> <tr><td>16/17</td><td>65</td><td>75</td><td>75</td></tr> <tr><td>17/18</td><td>65</td><td>75</td><td>75</td></tr> <tr><td>18/19</td><td>70</td><td>75</td><td>75</td></tr> <tr><td>19/20</td><td>70</td><td>75</td><td>75</td></tr> <tr><td>20/21</td><td>70</td><td>75</td><td>75</td></tr> <tr><td>21/22</td><td>72</td><td>75</td><td>75</td></tr> </tbody> </table>	Year	Result (%)	Target (%)	Baseline (17/18) (%)	14/15	65	75	75	15/16	65	75	75	16/17	65	75	75	17/18	65	75	75	18/19	70	75	75	19/20	70	75	75	20/21	70	75	75	21/22	72	75	75	> 75%	72%	<p>● We are on track to meet the 21/22 Sol target with our 19/20 result (70%) exceeding the 19/20 target (70.5%)</p>
Year	Result (%)	Target (%)	Baseline (17/18) (%)																																				
14/15	65	75	75																																				
15/16	65	75	75																																				
16/17	65	75	75																																				
17/18	65	75	75																																				
18/19	70	75	75																																				
19/20	70	75	75																																				
20/21	70	75	75																																				
21/22	72	75	75																																				